



STRATEGIC PLAN 2016–2019

Seniors Rights Victoria Strategic Plan 2016–2019

Seniors Rights Victoria is the key statewide service providing leadership across Victoria in the response to elder abuse by helping to prevent elder abuse and safeguard the rights, dignity and independence of older Victorians.

Seniors Rights Victoria (SRV) is a program of the Council on the Ageing, Victoria.

Our Vision

A just, equitable and inclusive society in which the human rights of older people are respected

Our Mission

Empowering older people through leading the prevention of, and response to, elder abuse

Our Values

| Aligned SRV Values | Description | COTA Values |
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| Innovation/reflective practice | We are focused on, and curious about, future possibilities. We strive for excellence and to be known for our informed, intelligent and bold positions on the rights of older people. | Progressive |
| Integrity | We are ethical, honest and trustworthy. We are accessible and responsive and we communicate honestly, resolving issues authentically. | |
| Social justice/empowerment | We focus on promoting real change at all levels, educating all people about the human rights of older people. Our messages are consistent and informed by the views of older people. | Fairness |
| Leadership/Influence | We take up our leadership role strongly. We use service data and research to raise the profile of the abuse of older people, deepening understanding and influencing opinions, attitudes, policy and practice. | Courage |
| Dignity/Respect | We treat each other, clients and stakeholders with respect, actively listening and seeking to understand, valuing diversity and appreciating difference. Our work is client-centred, informed by respect and understanding of their needs. | Dignity |
| Collaboration | We work as a unified, multidisciplinary team and we demonstrate genuine teamwork. We consult, seek client input and build authentic partnerships to bring about visible client outcomes. | Participation Partnership |

| COTA GOALS | SRV GOALS | STRATEGIC OBJECTIVES <i>Steps towards achieving our goals</i> | SUCCESS INDICATORS: OUTPUTS <i>The tangible and intangible effects of our initiatives/activities</i> | DESIRED OUTCOMES <i>What happens for a service user because of what we do</i> |
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| Influence COTA will work with older people to influence and advocate for better outcomes | 1. Strategic SRV is an influential thought leader, shifting attitudes and behaviours. SRV advocates and achieves positive change for and with older people. | 1.1 SRV's participation and engagement in systemic advocacy influences policy change, and service, sector, and law reform. | <ul style="list-style-type: none"> SRV is an active member of law reform and other policy reform networks/committees. SRV has influenced or responded to state/federal policy initiatives. SRV is active in ministerial roundtables and meetings. SRV has lobbied influential people/entities through various mechanisms, such as submissions, meetings and reports. | <ul style="list-style-type: none"> Services, systems, law and policies are changed /reformed to provide better service responses to, and greater protection from, elder abuse. SRV's initiatives and recommendations are adopted. |
| | | 1.2 SRV raises awareness of elder abuse and promotes strategies to prevent it. | <ul style="list-style-type: none"> SRV organises and promotes influential, targeted and far-reaching events (e.g. WEAAD) and uses these events to communicate core messages. Success is measured by indicators such as participant numbers, satisfaction reports, hits on social and mainstream media, requests for information and interviews, etc. SRV achieves high-profile media coverage on key issues; and in relation to key events, SRV liaises with and is consulted by relevant media on a regular basis. | <ul style="list-style-type: none"> SRV is seen as the source of expertise on elder abuse. High-profile media coverage leads to greater awareness of elder abuse. Knowledge of elder abuse and services is improved among the general community. |

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| | | <p>1.3 SRV undertakes the two objectives above in the context of elder abuse as a form of family violence.</p> | <ul style="list-style-type: none"> • SRV proposes and promotes elder abuse-specific family violence reform initiatives. • SRV is actively involved in family violence issues and initiatives at state and federal levels. • SRV has sound relationships and developed partnerships within the family violence sector. | <ul style="list-style-type: none"> • State and federal family violence law and policy reform positively and appropriately encompasses and addresses elder abuse. |
| | | <p>1.4 SRV contributes to the development of a national network and national approach to delivering services.</p> | <ul style="list-style-type: none"> • SRV is part of a coordinated national network with national marketing, research, ICT research and databases and helpline. • SRV plays a prominent role in Commonwealth forums, national marketing campaigns, national funding applications, and national philanthropy approaches, where strategic and effective. | <ul style="list-style-type: none"> • Elder abuse has greater prominence in national law and policy reform processes, and in national media. • Improved national co-ordination of elder abuse policy, campaigns, services and, access to services is made easier. |
| | | <p>1.5 SRV undertakes and supports research on elder abuse in Victoria and Australia.</p> | <ul style="list-style-type: none"> • Research is presented at a high-profile conference or in a key publication. | <ul style="list-style-type: none"> • Greater understanding of elder abuse and its causes result in increased prevention and better responses. |
| <p>Strength COTA will build a strong, effective, efficient and inclusive organisation</p> | <p>2. Sustainability SRV is a strong, financially secure and well-regarded organisation.</p> | <p>2.1 SRV is governed and managed to comply with our legal, governance and policy obligations, deliver on our objectives and future-proof our services.</p> | <ul style="list-style-type: none"> • SRV has engaged staff whose capabilities reflect organisational objectives. • SRV is financially viable and meets all financial commitments. • SRV's operations and activities are | <ul style="list-style-type: none"> • SRV is supported to achieve its goals and objectives. • SRV is able to adapt to, and take advantage of, |

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| | | | <p>directed by its strategic plan and annual operational plan.</p> <ul style="list-style-type: none">• SRV Council is appropriately structured, operates effectively and makes a significant and positive contribution to direction of SRV.• Council and staff feedback is sought and is positive.• SRV complies with legal practice requirements.• Computer systems and software collect and analyse SRV data.• Organisation policy and procedures support SRV effectively. | <p>emerging challenges and opportunities.</p> <ul style="list-style-type: none">• SRV, its Council and the COTA Board are fully compliant with all legal, governance and policy obligations. |
| | 2.2 Enhanced statewide service delivery results in better prevention and response to elder abuse, particularly in rural and regional Victoria. | <ul style="list-style-type: none">• SRV articulates and develops an enhanced model of service delivery that is resource-efficient and supports an extended reach for SRV’s services.• Funding is obtained to pilot the new model within the next 3-year strategic planning cycle (by June 2019). | <ul style="list-style-type: none">• Networks and partnerships expand the current service through local network hubs within the community legal, health, aged care, local government and family violence sectors, using a collaborative, integrated service model (subject to funding, and operating according to specified criteria). | |
| | 2.3 SRV has a well-recognised identity. | <ul style="list-style-type: none">• Staff know our core messages and these are reflected in SRV materials.• Other services know and incorporate our messages.• SRV is invited to contribute | <ul style="list-style-type: none">• SRV has high brand recognition and is the first choice for anyone (older person, family member, friend or service provider) seeking information, | |

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| | | | <p>expertise to appropriate agencies, forums, initiatives etc.</p> <ul style="list-style-type: none"> • Targets are set and met for website hits, followers on social media, etc. | <p>advice or help about elder abuse.</p> |
| | | <p>2.4 SRV has strong and strategic relationships with funding bodies and partner organisations.</p> | <ul style="list-style-type: none"> • Feedback from funding bodies and partner organisations is sought annually, and is positive. • Medium-term funding is secure. | <ul style="list-style-type: none"> • Funding and resourcing increase. |
| | | <p>2.5 SRV identifies potential future funding opportunities and partnerships.</p> | <ul style="list-style-type: none"> • SRV initiates and responds to invitations to enter new partnerships and funding arrangements consistent with strategy and resourcing. • Partnerships are mapped and opportunities are prioritised. • Funding is sought to conduct a 'Prevalence' study. • SRV identifies and pursues 4 opportunities over next 3 years for additional major funding of sizable amounts (>\$50k). | <ul style="list-style-type: none"> • New partner relationships assist SRV and our partners to achieve our goals and objectives. |
| <p>Impact COTA will work with older people to make a positive impact to their lives</p> | <p>3. Service SRV delivers specialised, quality services that are valued by clients, community and service providers working with older people.</p> | <p>3.1 SRV responds to clients by delivering quality services that address their needs</p> <ul style="list-style-type: none"> - Helpline - advocacy advice and casework - legal advice and casework - Health Justice Partnership at St Vincent's Hospital. | <ul style="list-style-type: none"> • Targets are set and met for callers, clients, information, advice and casework. | <ul style="list-style-type: none"> • Older Victorians can access high-quality, cost-effective information, support, advice, casework and education about elder abuse. |

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| | | <p>3.2</p> <p>SRV focuses on prevention strategies through delivering information and education sessions to targeted service providers and community groups.</p> | <ul style="list-style-type: none"> • Targets are set and met for information and education sessions targeted at <ul style="list-style-type: none"> - the community - professionals - CALD organisations/groups. • Targets are set and met for training peer educators to deliver information and education sessions. | <ul style="list-style-type: none"> • Older people, community members and service providers have increased awareness of the impact of elder abuse on older people and knowledge of available services (i.e. awareness of community resources/supports). • Older people, community members and service providers, are better able to access community resources in order to receive support. |
| | | <p>3.3</p> <p>SRV evaluates the quality and value of its services, seeking continuous improvement through evidence-based analysis of feedback, complaints, data and research.</p> | <ul style="list-style-type: none"> • SRV regularly analyses and acts on the results of evaluation of client satisfaction, outcomes and complaints. • SRV is compliant with accreditation requirements and standards for legal practice. • SRV implements the recommendations of the outcomes research, if appropriate. • SRV analyses and acts on the feedback received about our services from community organisations and service providers. | <ul style="list-style-type: none"> • SRV's clients, funders, partners and other stakeholders report high and improving levels of satisfaction with our services. |

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| Strength COTA will build a strong, effective, efficient and inclusive organisation. | 4. Staff Our people are valued and supported to deliver high-quality services, and to engage in reflective practice and undertake research and professional development. | 4.1 SRV recruits people with capabilities aligned to the position, the organisation and SRV's goals and objectives. | <ul style="list-style-type: none"> SRV achieves positive and improving results on standard measures of organisational health and staff satisfaction (e.g. turnover, sick leave, grievances and complaints, disciplinary processes, performance evaluations, exit interviews, staff satisfaction surveys, informal comments and feedback). | <ul style="list-style-type: none"> SRV has an engaged workforce of highly skilled people who report high levels of satisfaction, and in turn are recognised externally for their skill and dedication. SRV has strong and transparent leadership, as reported by staff and self-reflection. A range of stakeholders are involved in the development of outcomes and indicators (including staff, management, older people and primary funders). Exit interviews feed into and lead to positive outcomes. |
| | | 4.2 SRV offers leadership, feedback, professional development and training to enable staff to learn and grow in their current roles and in the organisation. | <ul style="list-style-type: none"> SRV has an appropriate performance feedback process in place to enable staff to discuss performance and development regularly with their managers. Staff are offered and take up development opportunities on a regular basis. | <ul style="list-style-type: none"> SRV staff are empowered to contribute to the strategic direction and growth of the organisation and skilled to meet evolving service demands. |
| | | 4.3 | <ul style="list-style-type: none"> SRV has in place an appropriate | <ul style="list-style-type: none"> SRV's service grows in |

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| | | SRV staff reflect on their practice to improve services. | structured process for regular reflection on practice, and for recording and acting on issues arising. | effectiveness and responsiveness as staff expertise and knowledge grows. |
| | | 4.4 SRV supports staff with flexible work practices where possible (consistent with COTA policy). | <ul style="list-style-type: none"> Flexible work arrangements are in place which suit the needs of staff and the organisation. | <ul style="list-style-type: none"> Flexible working arrangements help SRV to recruit and retain skilled staff and cover service demands effectively. |
| | | 4.5 SRV fairly allocates and monitors workload. | <ul style="list-style-type: none"> SRV manager and coordinators consistently monitor and adjust workloads. | <ul style="list-style-type: none"> Staff are satisfied and perceive workload to be fairly allocated. |
| | | 4.6 SRV develops appropriate systems, tools and processes to deliver services. | <ul style="list-style-type: none"> SRV monitors the standard of systems, tools and processes. These are upgraded or improved as appropriate. | <ul style="list-style-type: none"> Staff are satisfied that the systems and tools are efficient. |